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GOOD GOVERNANCE**

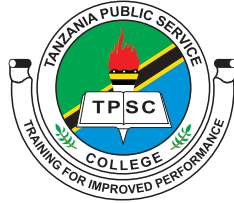


TANZANIA PUBLIC SERVICE COLLEGE (TPSC)

RESEARCH REPORT

CAUSES AND POTENTIAL REMEDIES OF CONFLICTS AMONG PRESIDENTIAL APPOINTEES IN TANZANIAN LOCAL GOVERNMENT AUTHORITIES

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LIST OF ABBREVIATIONS

CD	:	City Director
DAS	:	District Administrative Secretary
DC	:	District Commissioner
DCC	:	District Consultative Committee
RCC	:	Regional Consultative Committee
DED	:	District Executive Director
LGA	:	Local Government Authorities
LGRP	:	Local Government Reform Programme
MD	:	Municipal Director
OC	:	Other Charges
PO	:	PSM&GF – President’s Office - Public Service Management and Good Governance
PO	:	RALG - President’s Office - Regional Administration and Local Government
RAS	:	Regional Administrative Secretary
RC	:	Regional Commissioner
RS	:	Regional Secretariat
URT	:	United Republic of Tanzania

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ABSTRACT

This study explored the causes and potential remedies of conflicts among presidential appointees in Tanzanian Local Government Authorities (LGAs).

A qualitative approach was selected as the research method for this study through 66 semi-structured interviews. The participants of this study were District Commissioners, District Administrative Secretaries, Directors of LGAs and Heads of Department in the LGAs especially Heads of Human Resource and Administration from 24 districts in Tanzanian Mainland. The study findings indicate that conflicts among presidential appointees in Tanzania LGAs are frequent and pose serious challenges in the realization of government developmental goals in Tanzania.

The findings also show that struggle over resources, individual behaviours, and the lack of leadership skills and experience among presidential appointees in Tanzanian LGAs are the main causes of conflicts among presidential appointees. The study also reveals that the frequency of conflicts among presidential appointees in Tanzanian LGAs is not influenced by the distribution of authority among them. Furthermore, the findings concluded that conflicts among presidential appointees in Tanzania LGAs can be avoided by emphasizing qualifications and intensive vetting process during the appointment, the provision of regular training, appointing people with a background of public service especially for the posts of District Administrative Secretaries and Directors of LGAs, and lastly, allocating more resources to the Office of the District Commissioners.

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CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

This chapter presents the introduction to the study to allow a better understanding of the study. It starts with the background of the study, followed by the statement of the problem, objectives of the study, and research questions and concludes with the justification of the study.

1.2 Background to the Study

The establishment of local governments in Tanzania is governed by Articles 145 and 146 of the Constitution of the United Republic of Tanzania (URT) of 1977. The same articles empower the Parliament to enact laws for the establishment of Local Governments in every region, district and urban area. Hence, we have Local Government Acts No 7 (Rural) and 8 (Urban) of 1982 which establish and govern the operation of LGAs in Tanzania. Local Governments are grassroots institutions that have both administrative and developmental goals. LGAs are tasked with developmental roles at the grassroots level. The most critical ones involve ensuring the well-being of the people in areas of social service provision, agricultural development, community development and governance (URT, 1982). LGAs also aim to empower people at the grassroots level by delegating authority to them to facilitate the planning and implementation of developmental projects within their respective areas (URT, 1982).

In Tanzania, the President of the URT appoints three levels of officials, each with distinct authorities and responsibilities in overseeing the operations of LGAs in Tanzania. These appointees include the District Commissioner (DC), the District Administrative Secretary (DAS), and the District Executive / Municipal/City Director (DED/MD/CD). The powers and functions of DAS and DC on LGAs are provided under the Regional Administration Act No. 19 of 1997 while those of the Directors of District or Municipal Council are provided under the Acts of the Parliament Nos. 7 and 8 of 1982. Therefore, to ensure effective functioning of LGAs, the appointed officials, along with other local government employees, need to collaborate and work as a team. Cooperation, coordination, and effective communication among various stakeholders are crucial for the successful implementation of government programs and policies at the local level. These officials should forge an alliance geared towards both creating more collaborative arrangements and facilitating each other in their initiatives for the LGA's development (Warioba, 2008).

However, the appointed officials in Tanzania LGAs display alarming trends. Several LGAs are characterized by growing incidences of conflicts, misunderstanding and mistrust among the appointed officials (i.e., DED and DC). As suggested by Kanju and Shayo (2021), the likely issues leading to conflicts at a workplace include resource allocation, personality traits and inadequate leadership skills. Other issues include unrealistic needs and expectations, business values, unresolved workplace issues, increase in workload, lack of role clarification, poor processes, communication problems, lack of performance standards, and unreasonable time constraints. In this study, the Local Government Acts (District/urban) No. 7 & 8 of 1982 and the Regional Administration Act of 1997 are assumed to have been triggering conflicts among the appointed officials.

In recent years, high-ranking government establishments, including the President, Prime Minister, and ministers, have publicly expressed their displeasure with these conflicts saying that they have significantly compromised the government's efforts to realise its goals. Recently, some conflicts have been reported from such councils as Arusha, Biharamulo, Morogoro, Mwanza, Korogwe, Shinyanga Urban and Dodoma, just to mention a few.

The LGAs operate under the leadership of councillors who are politically elected and Directors of Councils, the professionals, who are appointed by the President to implement the policies. In the context of this study, DCs who are political heads of Districts and DEDs, MDs and CDs are all appointed by the President to implement government policies and cooperate in serving the communities in their areas of jurisdiction. To the dismay of citizens, some of these leaders find themselves in conflicting situations even though they must work together to serve the communities. Some incidents appear to show that DCs and DAS undermine the Directors and in some cases, Directors confront their DCs, who following the Local Government Act 1982, are responsible for overseeing the performances of LGAs (URT, 1982). This leads to frequent conflicts. Thus, it appears that LGAs' efforts to implement various developmental projects are hampered by antagonistic relationships between the politicians (DCs, RCs) and administrators (DED/MD/CD) (Isabu, 2017; Kigwalilo, 2016). The existing conflicts among appointed officials have resulted in the suspension and dismissal of some public servants in Mkuranga District, Arumeru District, and Dodoma Municipal Council (Anitha, 2022). Depending on the circumstances that prevail or develop in the future, the actors' relationship is in the state of association or affiliation. In some cases, the relationship may be tense to the extent of frustrating the political-administrative system at LGAs.

Various scholars have identified various circumstances in which conflict may occur in organizations. For example, Kamugisha (2014) points out that the first antecedent can be found in task interdependencies. For him, if there

is greater task interdependence among individuals such as the DC and the Council Director or groups, conflicts are likely if different expectations or goals exist among them. Hence, a small disagreement, for instance on performance standards, can quickly get blown up into a major issue. Douglas (2013) cited jurisdictional ambiguities, communication problems and individual differences as factors for conflicts. Hotepo *et al.* (2010) cited inadequate resources, competition and a lack of cooperation, interdependence and communication problems as factors causing conflicts in the service industry. Furthermore, Longe (2015) cited the competition for resources, coordination of systems, work distribution, and participation in decision-making as key factors for conflict in organizations. While all these studies have highlighted the existence of conflicts within organizations, there is limited literature on the causes of conflicts among appointed officials in the LGAs in Tanzania. This research therefore aims to comprehensively examine the root causes of conflicts among appointed officials and propose effective measures to overcome them.

1.3 Statement of the Problem

Conflicts between appointed officials at LGAs in the Tanzanian Government have been a long-standing problem that significantly hinders the government from achieving its set objectives. The disagreements among appointed officials appear to be ongoing despite being repeatedly strongly denounced by high-ranking government leaders, such as the President, the Vice President, and the Prime Minister of the URT. Conflicts between appointed officials have occurred even in previous administrations, including the Fifth Phase Government led by the late John Pombe Magufuli, who was often irritated with the groundless conflicts among his appointees. Similarly, the current President of the Sixth Phase, Her Excellence Dr. Samia Suluhu Hassan, has expressed her displeasure with the ongoing conflicts among her appointees. She has consistently condemned this behaviour in various speeches, including the one she delivered on February 28, 2023, during the swearing-in ceremony of new appointees at the State House, Chamwino Dodoma. In that speech, she vehemently challenged the appointees on issues of conflict among them. She consequently pledged not to tolerate appointees who engage in unfounded disputes (Mwananchi, March 1, 2023). In the same vein, The Vice President of the United Republic of Tanzania has also been quoted several times expressing his displeasure with the battles among appointed officials at various levels, including LGAs. Likewise, the Prime Minister of the URT, while addressing the citizens of Biharamulo District in the Kagera region on February 20, 2019, strongly condemned the conflicts among the appointed officials in that district, including the DEDs, DASs, and DCs. He urged them to immediately cease their squabbles among them. He categorically warned them of the possibility of revoking their appointments would they failed to settle their differences (Mwananchi, July 6, 2023).

Despite the condemnation and anger expressed by senior government officials regarding the conflicts among the appointed officials at various levels in the country, conflicts among appointed officials have been unabated. This trend is said to compromise the government's efforts to improve social services and bring development to the people. To enhance the performance of the government, it is crucial to find out the root causes of these conflicts with a view to finding permanent solutions. Some of the sources of conflicts may be attributed to what Kanju and Shayo (2021) identify as an incompatibility of rules and regulations, resource allocation, personality traits and leadership skills, however, the Tanzania Public Service College is committed to conducting research that will identify causes of conflicts among appointed officials and propose ways to ameliorate such conflicts and seek for a lasting solution. This research recognizes the existence of conflicts among appointed officials at all levels of the government. However, this research dwells much on appointed officials at the district and municipal council level where these conflicts are well pronounced, complained against and reported more frequently.

1.4 Objectives of the Study

1.4.1 General Objective

Generally, the study explored the causes of conflicts among the appointed officials in Tanzania LGAs.

1.4.2 Specific Objectives

Specifically, the study intends to

- i. Examine the influence of power distribution and institutional arrangements in facilitating conflicts among presidential appointees in LGAs
- ii. Determine whether resource allocation influences conflicts among presidential appointees in LGAs
- iii. Explore the influence of inexperience and lack of leadership skills on conflicts among presidential appointees in LGAs
- iv. Explore the influence of individual behaviour or character in facilitating conflicts among presidential appointees in Tanzanian LGAs
- v. Find out ways of avoiding conflicts among presidential appointees in LGAs in Tanzania.

1.5 Research Questions

This study will be guided by the following research questions;

- i. To what extent do power distribution and institutional arrangements facilitate conflicts among presidential appointees in LGAs?
- ii. Does resource distribution influence conflicts among appointed officials?
- iii. Do leadership skills and experience influence conflicts among appointed officials?
- iv. Do individual behaviours influence conflicts among appointed officials?
- v. What ways can be used to avoid conflicts among presidential appointees in Tanzania LGAs?

1.6 Justification of the Study

This study investigates the underlying causes and implications of conflicts among presidential appointees within Tanzanian LGAs. By uncovering the root causes of such conflicts, this research seeks to inform policy discussions aimed at preventing future discord among presidential appointees in LGAs and fostering enhanced relationships among them.

The findings of this study hold significant relevance for the President's Office, Regional Administration, and Local Government (PO-RALG), as they can serve as a foundational resource for developing guidelines and directives. These directives would empower LGAs to effectively utilize available resources, leverage individual traits, and enhance leadership skills to boost performance while mitigating the likelihood of conflicts.

Furthermore, this research endeavour not only enriches the existing body of knowledge in the realm of presidential appointees in LGAs but also lays the groundwork for future exploration in this vital area of study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This chapter embarks on a comprehensive review of literature pertinent to organizational conflicts. The chapter delves into the essence of conflicts, illuminates the legal framework of LGAs in Tanzania, explores the intricate connection between resource allocation and conflict dynamics, scrutinize the interplay of individual behaviours in conflict scenarios, and assesses the impact of leadership skills and experience on conflict resolution. Additionally, the chapter presents the theoretical framework and a discourse on empirical studies.

2.2 Meaning of Conflicts

A conflict has been defined in a variety of ways by scholars, and each definition is based on the setting, intervention, technique, and area of study. Conflict is described by Valente *et al.* (2020) as an incompatibility phenomenon between people or organizations that have irreconcilable aims and/or values. Conflict happens when people or groups in a social setting disagree on important topics or when animosities between people or groups lead to friction. It is agreed that when either side does not accept a particular understanding, and when cooperating with the other side unbearable conflicts result.

According to Towo (2013), a conflict exists because people have diverse wants, beliefs, points of view, and values, while Valente *et al.* (2020) contend that a conflict only arises when there are divergent perspectives, interests, or ways of seeing a problem. On the other hand, Thakore (2013) asserts that hostility, unfavourable attitudes, antagonism, aggression, competition, and misunderstanding are all manifestations of a conflict and that such as behaviour is what causes a conflict. Conflicts also refer to circumstances where the interests of two contending parties coincide. It is described as an argument between two or more people or organizations in which one side tries to prevail upon the other to embrace its own point of view.

Isabu (2017) defines a conflict as a fight over values and desires for limited status, power, and resources in which the opponents' goals are to neutralize, hurt, or kill the rivals. This concept makes it clear that struggles for status, resources, power, and values are the root causes of a conflict. It also suggests

that a conflict is an antagonism or rivalry. Femi (2014) defines conflict as a dispute of any kind between two individuals or organizations that must interact in a certain situation, whether formally or informally.

2.3 The Legal Foundation of LGAs in Tanzania

The important constitutional existence of LGAs is provided in Articles 145 and 146 in which their establishment, rationale, powers and functions in Tanzania Mainland are stated. Article 145(1) provides for the establishment of LGAs all over Tanzania's Mainland and requires the Parliament to enact a law providing for the establishment, structure, composition, sources of revenue of LGAs and procedures for the LGAs to conduct their business (URT, 1977). On the other hand, The Regional Administration Act of 1997 provides for the restructuring of the regional administration to strengthen and promote the local government system in Tanzania Mainland. The Act repealed the Regions and the Regional Commissioners Act of 1962, the Area Commissioners Act of 1962 and the Decentralization of Government Administration (Interim Provisions) Act of 1972. It makes provisions for the central government administration and its administrative relationship with LGAs at the Regional, District, and Division levels. The Regional Administration Act was amended in 1999 and in 2006 during the implementation of the Local Government Reform Programme (LGRP) (Kamugisha, 2014).

At the district level, the Regional Administration Act establishes the office of the District Commissioner (DC) appointed by the President. The DC is the principal representative of the Central Government and, all the executive functions of the government in the district are exercised by or through him/her. The DC is responsible for maintaining law and order. He/she therefore determines the specific direction of the efforts made by the government in executing government policies in the district. The Act further requires the DC to facilitate, assist, and provide an enabling environment for LGAs to discharge their statutory and incidental functions; to ensure compliance with appropriate government decisions, guidelines and regulations by all individuals and authorities. Therefore, there is a need to promote the LGAs system, and facilitate or secure effective, efficient, and lawful execution of statutory or incidental functions by the local authorities. The DC is assisted by the District Administrative Secretary (DAS) appointed by the President. The powers of the DC over LGAs also appear too broad and general (LGA Cap 287).

The Local Government (Urban Authorities) Act was enacted in 1982. The Act has been amended four times; in 1999; 2006; 2009, and 2011 in pursuit of the 1998-2014 LGRP. The Act provides for the establishment, composition, powers, and functions of urban authorities and their relationship with the

Central Government in Tanzania Mainland. The Act establishes three main types of urban authorities which are town councils, municipal councils and city councils as explained hereafter (LGA Cap 288).

A review of the provisions of the Constitution and other relevant legislation about LGAs shows that the control and supervision of local government statutory powers and functions is vested in several central government authorities including the President, line ministers, the Minister responsible for local government, the RCC, the RCs, the DCs, the DCC and the Division Officer. The DC also exercises control and supervision over local government powers and functions through ad hoc inspections or assessment of LGA activities and may require and receive quarterly and annual development reports on the implementation of local government programs (URT, 1997).

A high degree of central government imposition in the operations and functioning of LGAs in Tanzania has also been observed. The Local government legislation has empowered the Councils to enact by-laws, raise revenues, and prepare development plans and budgets. In reality, the Central Government through its machinery at District and Regional levels can intervene in the decision-making process due to the ambiguity of its role.

The enactment process of the by-laws ends up with the minister responsible for LGAs who has to sign and publish them in the Government Official Gazette thus whenever there is a disagreement between the council (that has been elected by the citizens), the minister (an appointed official, who is not necessarily a constituent MP or even a special seat MP) has the final say. It should also be noted that the Central Government appointees at the district level—the DC and the Director—play an incredibly large role in local administration twisting the law-making powers against the local government (Kigwalilo, 2016). This has brought so many complaints, especially in the Fifth Phase Government whereby many appointees were in the ruling party as active members; this contravenes the Public Service laws and regulations that stipulate that all public servants must be impartial about politics (Mnyasenga, 2017).

Inadequate coordination and communication have been observed at different levels of administration due to parallel systems of executive on one hand and representative on the other. Even when the existing council is under the same ruling party, clashes between the appointed officials (RCs and DCs) and the Council on the other hand have been frequent (Kigwalilo, 2016).

2.4 Conceptual Framework

Understanding the dynamics of conflicts within organizational settings, especially in Tanzanian Local Government Authorities (LGAs), necessitates a comprehensive examination of various intertwined factors. Among these,

the interplay between power distribution, resource allocation, leadership deficiencies (such as lack of skills and experience), individual behaviours, and conflicts is particularly significant. Resource allocation impacts the availability and competition for essential assets, while leadership deficiencies can hinder effective conflict resolution and exacerbate tensions (Anita, 2022). Individual behaviours, influenced by personal experiences and perceptions, further complicate the conflict landscape (Longe, 2015). A thorough understanding of these interconnected elements is crucial for identifying the root causes of conflicts among presidential appointees in Tanzanian LGAs and devising effective strategies to address them.

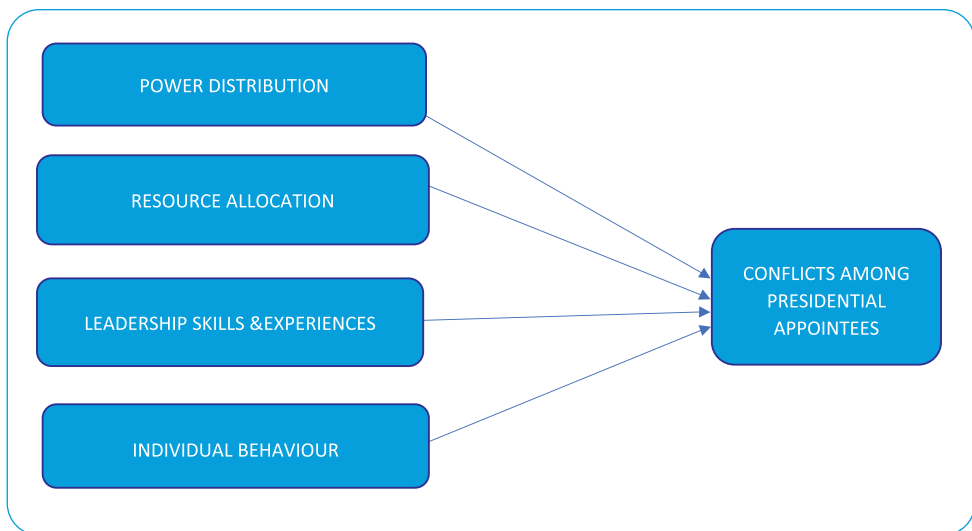


Figure 1: Conceptual Framework

2.4.1 Power Distribution

The power dynamic between politicians and administrators is intricate. According to Williams (2019) power imbalances exacerbate conflicts, leading to dissatisfaction. Unequal power distribution can escalate conflicts due to perceived unfairness. Conversely, organizational justice fosters positive outcomes and higher satisfaction levels. Politicians serve as leaders and are accountable to their constituents for all actions undertaken by their administration. However, they rely on administrators' willingness and ability to implement policies. This setup aligns with institutional politicization, where an elected politician (the principal) establishes broad policy boundaries, while an appointed administrator (the agent) manages day-to-day operations within those parameters (Carstensen and Schmidt, 2015).

In governmental organizations, political and administrative levels are typically separated by organizational boundaries. These boundaries are normative,

defining rules and roles that specify responsibilities and operational frameworks (Christensen et al., 2019). Such separation shapes how political conflicts are managed (Skoog, 2021). Therefore, delegating responsibilities for political issues from decisions on ideas and policies, which are the focus of political parties to administrators has implications for the politicization of issues and how politically significant they are perceived to be.

2.4.2 Resource Allocation and Conflicts

Conflicts have been linked to resources in public service. Scholar such as Ahmed (2015) asserts that sharing is a fundamental concept that has long been acknowledged as a means of resolving organizational crises and enhancing management effectiveness. This claim resonates well with Anita's (2022) observation that one of the main causes of conflict in any organization is the inadequacy of resources such as time, money, materials and the like where members of the organization compete with each other, leading to conflict between them. The same view is held by Ngemukung (2022) who goes further by including inadequate human resource as another source of conflicts by which DC and DED can compete for and thus brew up conflicts among them. This understanding of resources allocation and causes of conflicts among actors can be deduced well on how the LGAs manage their finances from budgeting to utilization and its implication to relations among presidential appointees.

LGAs are responsible for collecting revenues in their areas of jurisdiction including formulating by-laws for establishing other sources of revenue as specified in the Local Government Finance Act of 1982. At LGA, the main department responsible for managing revenue collection is the Department of Finance and Trade (URT, 1982). Specifically, the Revenue Section is responsible for the collection of revenues in the LGA.

The preparation of the local government budget depends on the budget guidelines prepared by the Ministry of Finance. All Local Government grants and other cash flow from the Central Government are determined by the Minister responsible for local government in consultation with the Minister of Finance. Even the local government's power of borrowing requires the approval of the Minister responsible for Local Government and the Minister of Finance. Besides the Ministry of Finance, the President's Office-Regional Administration and Local Government (PO-RALG) is also vital in the control and management of local government finance. There are yet other important central authorities in the control and management of local government finance at the regional and district levels including the RCs, the RS and the DCs.

Like the case for local government finance, the management of local government personnel involves a number of central government authorities. The analysis of the provisions of the Constitution and the Public Service Act, 2002 and

its instruments shows that, the management of local government personnel involves the President, the Chief Secretary, the Public Service Commission, the President's Office-Public Service Management and Good Governance (PO-PSMGG), the PO-RALG and the RS. The President has the power to appoint City Directors and Districts Local Government Directors. The President has the authority to promote, remove or dismiss any public servant in the local government service. The Chief Secretary provides leadership, direction and image to the local government service and is responsible for administration and ordering terms and conditions of employees in the local government service. He/she is further responsible for confirmation and discipline of City Directors and Commissioners, issuing employment permits and is the highest-ranking disciplinary authority in the Local Government service (URT, 1977).

The Local Government (District Authorities) Act No. 7 and the Local Government (Urban Authorities) Act No 8 of (1982) also require line ministries to ensure all posts are occupied by professionals as required by the establishments in the respective profession. Directors have no apparent disciplinary authority over sector employees such as teachers and health employees. Local government personnel affairs are also administered by multiple oversight authorities including the President, PO-RALG, the PO-PSMGG, the RAS and the Council. This may cause multiple accountabilities of local government personnel and the divided loyalty among local government employees.

The RCs and DCs sometimes have a tendency of exerting direct supervision through inspections and issuing orders and directives to LGAs through the RAS or DAS. Some of such orders and directives are political rather than developmental and are issued without regard to the Council budgets. Sometimes such orders (such as the construction of secondary schools in 2004, the construction of laboratories in every ward secondary school in 2014 and the order of the procurement of desks in primary schools in 2016) come from the President. Councils are required to implement them under the supervision of the RCs and the DCs. Such orders have serious implications on the Council budget and efficacy in service delivery because, at the time, Councils are obliged to divert from their priorities and use the funds, which were otherwise allocated for some other purposes, to implement the orders and directives of the President, the RCs or the DCs as the case may be.

2.4.3 Relationship between Lack of Leadership Skills, Experiences and Conflicts

In the highly dynamic and politically charged environment of any administration, the successful execution of policies and initiatives heavily relies on the efficient collaboration of appointed officials (Longe, 2015). These individuals, chosen for their expertise and loyalty, bring with them diverse perspectives and priorities that may lead to conflicts within the administration. In this context,

the leadership/managerial experience of the appointed officials plays a pivotal role in fostering a cohesive and harmonious working environment among the appointed officials.

Leadership/managerial experience refer to the accumulated knowledge, skills, and competencies a leader has acquired through previous positions of authority and decision-making roles (Katz & Flynn 2013). Appointed officials with strong leadership experience possess the ability to influence, inspire, and coordinate an array of appointees working within the administration effectively. Conversely, the reverse is the case. Some scholars (Anita, 2022; Katz & Flynn 2013) indicate that leadership experiences also facilitate effective communication. Conflicts often arise due to miscommunication, differences in understanding, and conflicting objectives (Longe, 2015). Appointed officials with leadership experience excel at fostering open lines of communication, encouraging active listening, and providing a platform for all voices to be heard. This approach facilitates the resolution of misunderstandings, encourages dialogue, and promotes collaboration. Furthermore, leadership experiences facilitate in creation of a Shared Vision: A skilled leader among appointed officials has the capacity to articulate a unifying vision that aligns with the appointing authority's goals and objectives (Katz & Flynn 2013). By creating a common purpose, this leader can unite appointees behind a shared mission, which helps reduce conflicts arising from competing agendas.

More importantly, experienced leaders always encourage collaboration over competition. Leadership experience instils the value of teamwork and collective problem-solving (Anitha, 2022). Appointed officials who have honed their leadership skills understand that fostering a culture of collaboration trumps individual competition, thereby reducing conflicts driven by personal ambition or departmental rivalries. Other scholars such as Anitha (2022) opine that experienced leaders promote diversity and inclusion. For this scholar, leadership experience often encompasses a deep appreciation for diversity. Thus a seasoned appointee recognizes the strengths that different perspectives bring to the table, and by valuing diversity, they can reduce conflicts arising from identity-based disagreements. Therefore, it can be argued that in order to solve conflicts among appointed officials, skills in conflict mediation and resolution are important. However, experienced leaders are adept at conflict mediation and resolution. By employing strong negotiation skills, they can address disagreements promptly and fairly, minimizing any disruptions to the administration's operations. Kigwalilo (2016) further argues that leadership experience also reinforces the importance of accountability and ethical conduct. As such, appointed officials with a solid leadership background are more likely to adhere to high ethical standards, ensuring that actions are aligned with the best interests of the country and reducing conflicts resulting from misconduct or unethical behaviour.

Therefore, literature (i.e., Katz & Flynn, 2013) informs us that, the leadership experience of appointed officials is an invaluable asset in fostering a harmonious and effective working environment within an administration. By promoting effective communication, creating a shared vision, encouraging collaboration, valuing diversity, and providing conflict resolution, leadership experience plays a significant role in reducing conflicts among appointees (Longe, 2015). In the pursuit of a united and productive administration, the selection of appointees with proven leadership abilities is essential for achieving the President's goals and ensuring the well-being of the nation.

Other causes of conflicts relate to conflict of interest (Anita, 2022) especially when there is disorientation between the personal goals of an individual and organization goals. Anita (Ibid) argues that individuals tend to fight for personal goals. According to the author, this is also related to inadequate responsibility where, for example, a lack of clarity as regards to who is responsible for which section of a task or project, generates conflict. Furthermore, the lack of performance standards has been singled out by Ngemukung, (2022) arguing that public servants are expected to meet targets imposed by the superior, failure of which leads to conflicts. This failure might be caused by communication breakdown (Anita, 2022) which might also lead to ambiguities or misunderstandings in the communication process (Ngemukung, 2022).

2.4.4 The Relationship between Individual Behaviours and Conflicts

An individual's personality comprises intellectual traits that distinguish one person from others. To gain insight into the conduct of employees within an organization, it would prove advantageous to possess knowledge about the personality traits of the said individuals. Personality refers to the unique psychological and cognitive structures of an individual, encompassing their consistent and distinct patterns of thought, emotion, and behaviour. Personality traits entail distinct elements within an organizational framework and exhibit dynamic characteristics that respond inconsistently to environmental changes (Isabu, 2017).

The "Big Five" personality trait model is a commonly utilized framework that encompasses five primary factors of personality. This phenomenon encompasses the consolidation of individuals' emotions, attitudes, and behaviours. According to studies (i.e., Wold, Wounter and Doreen (2018); Kigwalilo, 2016; Chakunda, 2015), a widely accepted framework for understanding personality consists of five fundamental factors namely, extroversion, openness to experience, agreeableness, conscientiousness, and neuroticism. According to Femi (2014) and Longe (2015), extraversion comprises a range of traits, such as sociability, affiliation, and gregariousness. Additionally, extraversion encompasses the degree to which individuals display assertiveness, and dominance, and experience positive affect. The trait

of openness to experience is associated with both technical and imaginative creativity. Agreeableness refers to a dispositional tendency characterized by optimistic views, making individuals believe that all members of society are inherently honest and cooperative. This phenomenon encompasses qualities such as altruism, cooperation, and emotional attachment. Conscientiousness refers to a predisposition to exhibit self-regulation and obedient behaviour.

Individuals who possess conscientious traits typically possess a strong sense of duty, are highly organized, and demonstrate efficiency in their actions. Neuroticism is a personality trait characterized by a predisposition towards being preoccupied, distrustful, apprehensive, and emotionally reactive. Individuals often exhibit a defensive disposition, experience feelings of fear and insecurity, and demonstrate a lack of confidence.

Many scholars such as Ahmed (2015) Anita (2022) and Ngemukung (2022) also view differences in personalities as the causes of conflicts as they believe people come from different backgrounds and experiences play a role in shaping their personalities. As further observed by Ngemukung, (2022), personal abilities, traits and skills influence interpersonal relationships. For Ngemukung, (Ibid), individual dominance, aggressiveness, authoritarianism and tolerance for ambiguity influence how individuals deal with potential conflict. The author further argues that personality differences are influenced by other factors such as status inconsistencies existing between superiors and the assumed to be subordinates, which can again be translated into who gets more privilege than the other.

The concepts of personality and organizational conflicts have attracted significant research interest in recent years. The personality differences that might create conflicts in someone have become a very important and critical problem, which all the organizations need to address.

2.5 Theoretical Framework

This study is guided by two prominent theoretical frameworks: principal-agency theory and the complementary/partnership model. Principal-agency theory, widely used in economics and political science, examines how one party (the principal) delegates authority or tasks to another party (the agent) to act on their behalf (Eisenhardt, 1989). In the realm of public administration, this theory serves as a foundational perspective for understanding central-local relations, emphasizing the delegation of authority and its implications for governance (Rhodes, 1999).

Neo-institutional economics incorporates agency theory, which focuses on structuring incentives for agents to align their actions with principals' objectives, thereby fostering cooperation and achieving desired outcomes

(Besley, 2006; Laffont & Martimort, 2002; Gauld, 2018). In the Tanzanian context explored in this study, District Commissioners serve as principals overseeing the daily operations of Local Government Authorities (LGAs), while Directors of LGAs act as agents responsible for implementing policies and goals set by their respective councils.

The application of agency theory underscores the importance of performance management in overseeing and controlling how agents fulfil their responsibilities. Scholars have noted that agency theory enhances trust and collaboration between principals and agents, thereby improving accountability mechanisms (Schillemans & Busuioac, 2015; Pierre & Peters, 2017). However, this framework also acknowledges the potential for conflicts arising from divergent interests and the principal's attempts to control the agent's actions (Eisenhardt, 1989).

Central-local government relations in Tanzania illustrate the dynamic where local government officials, viewed as agents of the central government, are tasked with implementing national policies and managing local affairs within their jurisdictions (Kanju & Shayo, 2021). Despite their interdependence, this relationship often encounters challenges such as power struggles and competition for resources, driven by increasing central control over LGAs (Douglas, 2013).

Under the agency model, LGAs have limited autonomy, functioning primarily as instruments of the central government to execute delegated functions (Douglas, 2013). This setup can lead to adversarial relationships between centrally appointed officials (e.g., District Commissioners) and local leaders (e.g., District Executive Directors - DED), exacerbating conflicts over authority and resource allocation.

The complementary/Partnership model, which Svava and Jacobsen (1999) created, is another paradigm that will serve as the basis for this investigation. The model was developed as a response to Woodrow Wilson's (1886) orthodox/classical model, which asserted that politics and administration are two distinct fields that should be kept apart and that political questions are distinct from administrative questions (Azunu, 2013; Siggen et al., 2010; Montjoy et al., 1995).

The concept promotes both elected and appointed officials' participation, openness, and accountability in their day-to-day duties. The complementary model states that to effectively carry out their tasks, elected and appointed officials must collaborate, get along, and be connected (Mafuru et al., 2015; Goel, 2008; Jacobsen, 1999). By highlighting the complementarities between politics and administration through interdependence, reciprocal influence, and substantial interaction between the elected and appointed officials,

Svara (1999) supports the partnership model. The degree of trust between elected and appointed authorities is critical in promoting transparency and accountability, according to Jacobsen (1999). Unsatisfactory performance is likely to result from a lack of trust between elected and appointed officials.

In summary, this study employs the principal-agency theory and the complementary/partnership model to analyze the complex interactions and governance dynamics among government officials in Tanzania's central-local relations. By examining how authority is delegated, managed, and sometimes contested between central and local entities, this research aims to contribute theoretical insights that can inform policy reforms and improve administrative practices in decentralized governance structures.

2.6 Empirical Studies

Various studies have suggested circumstances in which conflict may occur in organizations. For example, Isabu (2017) points out that the first antecedent can be found in task interdependencies. For Isabu (2017), if there is a greater extent of task interdependence among individuals or groups (e.g. the DC and Council Director) there is a likelihood of conflicts if different expectations or goals exist among them. Hence, a small disagreement (e.g. performance standards) can quickly get blown up into a major issue. Furthermore, the study by Isabu (2017) noted that status inconsistencies among the parties involved are perceived to be another factor in brewing up conflicts.

Findings from a study by Lyon *et al.* (2018) on Decentralization by Devolution (D by D) in Tanzania, revealed that in some places there have been multiple and sometimes conflicting directives issued to the local communities by some DCs to the Councils that in turn damaged the perception of LGAs' competence in carrying out its mandated responsibilities. The findings further revealed that the situation is perpetuated by a low understanding of boundaries, roles and functions among local leaders, as some believe that the power vested into councillors is excessive and hence weakens technical excellence. Similar findings are reported in a study by Ibrahim Index for African Governance (IIAG, 2015), which revealed that since 2011, Tanzania has shown poor performance in three out of the four governance categories (governance, rule of law, human rights, and economic opportunity).

A study by Jibao and Prichard (2013) indicated that status inconsistency has had an influence on conflicts. For example, while the DCs have in most cases tried to direct what the local governments should do, the Council Director has plans (a budget) for the council; and this finally leads to conflicts between them. Furthermore, jurisdictional ambiguity was considered as another factor for conflicts. This is mostly observed when there is an unclear line of

responsibility. Dependence on a common resource pool (competition for resources) is another factor contributing to conflicts among leaders. Further, Jibao and Prichard (2013) identified various communication problems or ambiguities in the communication process that ignite conflict. Kanju and Shayo (2021) identify a variety of individual differences, such as personal abilities, traits, and skills, as influencing the nature of interpersonal relations. Individual dominance, aggressiveness, authoritarianism, and tolerance for ambiguity all seem to influence how an individual deals with potential conflict. Indeed, such characteristics may determine whether or not conflict is created.

Many studies have identified personal factors as key sources of conflict: For example, Wolf, Wounter and Doreen (2018) found inadequate resources, unlike expectations, competition, and a lack of cooperation, interdependence, and communication problems as factors causing conflicts in the Nigerian service industry. A Philippines' study conducted in the banking industry by Tsevendorj (2008) rated communication failure, perception, values, and culture problems as moderately serious sources of conflict. In another study, Chakunda (2015) posited that the interdependence of the disputants, with actual or perceived differences in goals, values, or aims, and who consider the other party as potentially interfering with the attainment of these goals, values, or aims lead to conflict in the workplace. A study by Mnyasenga (2017) considered competition for resources, coordination of systems, work distribution, and participation in decision-making as key factors for conflict generation in organizations, particularly in the LGAs. A study by Elliott (2008) on decentralization in Uganda concluded that Uganda's decentralization programme, while helping to reduce national-level conflict, is replaced with local-level conflict. Elliott (2008) argues that the concentration of local power at the district level leads to struggles over district leadership positions. Second, the huge expansion in the number of new districts has led to local-level conflict by altering relations between local ethnic groups. In another study, Kileo, Makoya and Iravo (2015) cited factors such as inadequacy of funds, a lack of transparency, a lack of accountability, and a low level of education among the councillors as conflict-generating factors.

A study by Kigwalilo (2016) in Sengerema District cited personal interests, different priorities, power struggles, limited resources, and a lack of transparency and trust as the reasons for conflict between councillors and permanent public officials. Discipline committees, seminars, mediation and informal discussions were also cited as mechanisms applied in Sengerema District Council to resolve conflict between councillors and permanent public officials. The study recommended for payment of salaries to councillors, improvement of the level of education of councillors, transparency and trust between the two groups.

The reviewed literature reveals that many researchers have surveyed the area of conflict between councillors and public officials in Tanzania stressing on the effects of the said conflicts. No study has sought to unpack the root causes of conflicts among appointed officials at the district level. Using some selected LGAs in Tanzania, this study comprehensively endeavours to determine the root causes of conflicts among the appointed officials in Tanzania LGAs; the findings are envisaged to have policy implications.

2.7 Synthesis for Integrated Framework

It has been evident that the integration of various theoretical perspectives reviewed in the foregoing section provides a robust framework for understanding the complexities of conflicts within Tanzanian Local Government Authorities (LGAs). Thus, this study posits that understanding the complexities of conflicts within organizational settings, specifically, within Tanzanian Local Government Authorities, requires an integrated or multi-faceted theoretical approach (Anitha, 2022; Isabu, 2017; Kigwalilo, 2016). The interplay between resource allocation, leadership deficiencies (such as lack of skills and experience), individual behaviours, and conflicts is crucial for a thorough understanding of conflicts among presidential appointees in Local Government Authorities (LGAs) in Tanzania (Gauld, 2018; Maggetti & Papadopoulos, 2018).

By synthesizing these theoretical perspectives, a comprehensive framework for identifying the causes and potential remedies for conflicts among presidential appointees in Tanzanian LGAs can be identified. Resource dependence perspectives elucidate the structural and environmental factors that lead to competition and conflicts over resources (Douglas, 2013). Leadership theoretical perspectives provide insights into how various leadership styles and deficiencies can exacerbate or alleviate conflicts (Pierre & Peters, 2017). Behavioural theoretical perspectives highlight the role of individual differences and perceptions in the emergence and escalation of conflicts (Schillemans & Busuioc, 2015).

Thus, the interplay between resource allocation, leadership deficiencies, individual behaviours, and conflicts underscores the necessity of a multifaceted approach to fully grasp the nature of conflicts in organizational settings (Kanju & Shayo, 2021; Chakunda, 2015). Understanding these interconnected factors can foster a more harmonious and productive work environment (Wolf, Wounter & Doreen, 2018).

CHAPTER THREE

METHODOLOGY

3.1 Chapter Overview

This chapter presents the methodological approach in discovering an individual personal experience of the causes of conflicts among presidential appointees in Tanzanian LGAs. The chapter also presents the study sample, sampling procedures, methods used to collect data, and data analysis process.

3.2 Research Approach

To achieve the objectives of this study, a qualitative approach was chosen as the research method for this study. Qualitative research involves a process known as induction, whereby data are collected relating to a specific area of study, and from these data, the researcher constructs different concepts and theories (Creswell, 2014). A qualitative research approach was considered more relevant in this study as it allowed greater capacity to gain in-depth information and meaning based on individual experiences of conflicts among presidential appointees in LGAs, along with their beliefs and feelings, as opposed to a quantitative approach, which is more structured, broader in scale, and more numerically based.

3.3 Study Area, Sampling and Selection

The study was carried out in twelve regions on the Tanzanian Mainland, including Kilimanjaro, Arusha, Tanga, Morogoro, Iringa, Ruvuma, Shinyanga, Mwanza, Kagera, Dodoma, Dar es Salaam, and Lindi. Out of these 12 regions, 24 districts and LGAs were specifically selected, as indicated in Table 3.1.

Table 3.1: Regions and LGAs Participated in the Study

S/No	Region	Selected Districts/LGAs
1.	Kilimanjaro	Mwanga District Council
		Same District Council
2.	Arusha	Arusha City Council
		Arusha District Council
3.	Tanga	Tanga City Council
		Handeni District Council

S/No	Region	Selected Districts/LGAs
4.	Morogoro	Morogoro Municipal Council
		Mvomero District Council
5.	Iringa	Iringa Municipal Council
		Mafinga District Council
6.	Ruvuma	Songea Municipal Council
		Namtumbo District Council
7.	Shinyanga	Shinyanga Municipal Council
		Kahama Municipal Council
8.	Mwanza	Nyamagana District Council
		Ilemela Municipal Council
9.	Kagera	Bukoba Municipal Council
		Biharamulo District Council
10.	Dodoma	Dodoma City Council
		Kondoa District Council
11.	Dar es Salaam	Temeke Municipal Council
		Kigamboni Municipal Council
12.	Lindi	Lindi Municipal Council
		Kilwa District Council

Table 3.1 shows the study population, which involved presidential appointees in the districts and LGAs, who included District commissioners, District Administrative Secretaries, District Council Directors, Municipal Council Directors, and City Council Directors. A few heads of departments in LGAs, including Heads of Human Resource and Administration Departments were also involved in this study. These were included in our analysis on the assumption that they would have sufficient knowledge of the subject because they had previously worked closely with the presidential appointees in the LGAs.

In choosing the participants, the study employed a purposive sampling technique. This form of sampling is essentially strategic and necessitates an attempt to establish a good correspondence between research questions and sampling (Bryman, 2004). The inclusion criteria included currently being appointed and performing duties as District Administrative Secretary, District Council Director, Municipal Council Director, City Council Director, or Head of one of the LGA Departments, preferably Administration or Human Resources, as these positions necessitate close collaboration with LGA appointees of the President, therefore, they are assumed to be knowledgeable about the issue.

3.4 Data Collection Instruments and Process

A semi-structured interview was selected as a data collection tool for the study. The tool allowed the participants to be more elaborate, which provided flexibility and, therefore, the ability to elicit more information from the participants. Semi-structured interviews permit individuals to answer questions on their own terms which is the case with standardized interviews. According to Kumar (2005), an interview is the most suitable approach for studying complex and sensitive studies since it allows the interviewer to personally explain complex concepts to participants and give them preparation time before posing delicate questions. Data were collected in December 2023. Voice recorders were used to record interviews; however, not all interviews were recorded. A few participants expressed discomfort about being recorded due to the study's sensitive nature; however, their consent was obtained before any interview was conducted. Every recorded interview was thoroughly and verbatim transcribed. All interviews were carried out in the participant's office premises, where they felt more at ease in their surroundings, which allowed them to speak more freely and openly on the research topic. An interview guide was prepared in advance to aid the researchers with the structure and flow of interviews (See Appendix 3.). Each participant was presented with a similar set of open-ended questions relating to their overall experiences of conflicts among presidential appointees in Tanzanian LGAs. The open-ended questions allowed the participants more scope to express their thoughts and feelings and offered more detail on the research subject. The language used during interviews was Kiswahili, which was thought to be easily comprehended by the participants.

The pilot study was carried out prior to the commencement of the actual field work. This process allowed researchers to resolve some issues with the wording of the questions and the structure of sentences while identifying any questions that might make participants feel uncomfortable. The data analysis did not include the information gathered from these earlier interviews.

3.5 Data Analysis

Once the data were collected, they were cleaned, transcribed, coded, analyzed, and verified. Through repeated listening to and reading of the transcribed interviews, the researchers were able to better grasp the subject as a result of the interview transcription process. The coding of the data began once all the data were fully transcribed. The codes utilized include keywords, which are regarded as a crucial component of qualitative research and are used to classify or arrange texts.

The data were then, categorized, and organized into themes and sub-themes that emerged through the coding process. The themes that emerged were

assigned specific codes accordingly. The next stage involved data interpretation by identifying any reoccurring themes throughout and highlighting any similarities and differences in the data. The final stage involved data verifications; this process involved checking validity of the transcripts and codes, thus allowing the researchers to verify or modify hypotheses that had already been arrived at previously.

CHAPTER FOUR

PRESENTATION OF THE FINDINGS

4.1 Chapter Overview

This chapter presents the findings generated per the study objectives. The chapter begins by describing the profiles of the participants, providing a comprehensive understanding of the respondents involved. This is followed by the presentation of the study findings that exactly align with specific objectives of the study. These findings are considerably organized into thematic segments, each is presented to address the corresponding objective. Data are presented through tables and real quotes taken from the respondents to enrich the narrative and enlighten the key findings

4.2 Participants' Profile

During data collection, 66 participants were interviewed. Table 4.1 summarizes the profile of the study participants.

Table 4.1. Respondents' Profile

S/No	Categories of respondents	Frequency
1.	District commissioners	15
2.	District Administrative secretaries	19
3.	District Executive Directors	11
4.	Municipal Directors	8
5.	City Directors	2
6.	Heads of Departments	11
Total number of participants		66

Table 4.1 presents that respondents from a variety of types of LGA public officials who participated in the survey; the majority were appointees of the President, but others were Department Heads who closely collaborated with these appointees. District Administrative Secretaries made up the majority of the presidential appointees who participated in this research, these are followed by District Commissioners, District Executive Directors, and City Directors. The valued input were obtained as most participants have had long work experience of more than ten years Most significantly, the majority of the participants had prior work experience from other areas, districts, or regions.

This experience allowed the researcher to gain insights into the topic not only from the interview location but also from previous work experiences in areas they had worked before moving to their current locations.

4.3 Sources of Conflicts among Presidential Appointees in Tanzania LGAs

The study aimed to comprehend participant experiences on the causes of current conflicts between Tanzanian LGAs' presidential appointees. All 66 participants gave their views and testimonies on the sources of current conflicts and admitted that these conflicts affect the government's efforts in fostering national development and serving the public in general. This section, therefore, presents participants' views on the sources of conflicts among presidential appointees among LGAs in Tanzania.

4.3.1 Participants' Testimony of Conflict or Misunderstanding among Presidential Appointees

Participants were asked if they had witnessed conflicts or any misunderstanding among presidential appointees. Many participants reported witnessing conflicts among presidential appointees and provided testimonies of their observations. Some reports have observed conflicts in districts and or city councils. For instance, the participants were quoted saying the following,

... "It is true that there is a significant number of conflicts occurring in the country among the Presidential appointees in LGAs. Perhaps it may not be prevailing in my workstation, but it exists in many parts of the country" (Interviewee No. 01).

Another participant was quoted saying,

"I am a member of a WhatsApp group with my fellow leaders countrywide, so I am aware of what is happening in many councils across the country" (Interviewee No. 06).

This participant reported the existence of conflicts in many parts of the country.

"Conflicts exist, and honestly, they contribute significantly to delaying the government's efforts to bring about development in this country. You may find that DC and DED are not in agreement, or DAS and DC are in conflict. How do you think tasks will progress in such a situation? Some even go as far as sabotaging each other" (Interviewees nos. 09 and 14).

4.3.2 Power Distribution and Institutional Arrangement as a Source of Conflict among Presidential Appointees

One of the questions that guided this investigation was how power distribution and institutional arrangements as stipulated by Local Government Acts No. 7 and 8 of 1982 (Rural and Urban Authorities Acts) and Regional Administration Act of 1997 fuels conflicts among the presidential appointees in LGAs.

The majority of the participants were in the view that there is no problem with power distribution among these presidential appointees in LGAs as the Acts are clear and straightforward. The Acts have stipulated the roles and functions of each appointee. The problem may be how these tools are interpreted. There is a contention that some of the officials do not understand these Acts hence they fail to know how the government functions. One of the participants had this to say,

“I do not see any issue with the distribution of responsibilities outlined by these laws and other guidelines provided by the government. The significant problem, in my view, lies in the will of the individuals to adhere to them and how they interpret these regulations. These laws have been in place for a long time without significant conflicts. Why are there so many conflicts now? Therefore, I believe that there might be some other underlying issue, not the laws and the distribution of responsibilities as commonly perceived by many” (Interviewee No. 07).

In the same vein, another participant was quoted saying,

“This study has come at the right time, and basically there is no problem with laws and regulations guiding the performance of appointees of the president” (Interviewee 19).

For this participant, the appointees fail to honour their oaths (they fail to interpret their oaths) which are reflected in adhering to rules and regulations. The Acts are normally presented clearly, but individuals’ interpretations may differ and create limitations in understanding.

Nevertheless, some participants identified deficiencies in some guidelines, such as Circular Number 2 of the year 2010 regarding the involvement of the District Commissioner’s office in council meetings. This circular provides that the District Administrative Secretary (DAS) is an invitee rather than a member of the council’s important meetings. Therefore, the wrong interpretation of the circular has prompted some DEDs to have the discretion of whether or not to invite DAS in such meetings. These reactions by DEDs are construed as deliberate moves (with malicious intention) to side-line the DAS since they are not substantive members to such meetings. Consequently, many DEDs do not invite the DAS to their meetings, especially when they feel there will be

disagreements on some issues. Indeed, as an overseer of the LGA's performance, the office of the DC should be availed with adequate information from the LGAs. Thus, among other sources of information, the DAS is required to attend these crucial meetings in order to provide reports to the District Commissioner (DC). Thus, inadequate involvement of DAS in council meetings has some potential to incite conflicts between the DED and DAS.

Again, while conducting a focus group discussion with twelve participants, a highlight on the contradiction between the constitution and some guidelines emerged. For instance, the Constitution of the United Republic of Tanzania of 1977, Article 46 recognizes the District Executive Director (DED) as the guardian of property and security in their administrative area. However, the existing Laws do not mention this, and the DED is not a member of the District Security and Safety Committee. One of the respondents had this to say,

“The DED will only attend the safety and security committee as an invitee irrespective of the fact that the Ward Executive Officers (WEO) who directly report to DED are responsible for safety and security functions in their areas of jurisdiction” (Interviewee 20).

4.3.3 Resources Distribution as a Source of Conflict among Presidential Appointees

All 66 participants agreed that one of the main factors causing conflicts amongst Tanzanian LGA president appointees is the distribution of resources, especially monetary resources. The primary responsibility of a DC is to supervise the implementation of all government tasks and activities in the respective district. The District Commissioner's office needs sufficient resources, namely finance, human resource, vehicles, and fuel, to carry out these duties. However, as they only depend on other charges (OC), it has become common for them to experience resource shortages. The office lacks an independent source of revenue. Consequently, insufficient resources unavoidably compel the DC office to request assistance from the DED office. However, the analysis has shown that there are mechanisms at the council level for fund disbursement that call for budget adherence. The DC office may not always be included in the council's budget plans. As a result, many conflicts start in these circumstances. A participant was cited as saying,

“Revenue is the primary cause of disputes between DCs and DEDs. The DC's office does not generate revenue and relies solely on OC, making it difficult to fulfil its duties. Therefore, they are compelled to approach the District Executive Director (DED) to request funding for various payments, and when such requests are turned down, many disputes start there” (Interviewee 23).

Another participant echoed this observation,

“... while the denial of fund transfer to DC’s office may seem reasonable on the part of DED as he/she claims that does not own the money but belongs to the council in which there are procedures to follow for the funds to be released. The delays due to procedures lead to conflicts among them. The other argument from the DED’s office is that, with these funds, there is no budget for DC’s office, so accounting for that money becomes a problem” (Interviewee 01).

Many other participants cited resource distribution as a source of conflicts among presidential appointees. For instance, one of the participants had this to say,

“The government has made significant efforts to increase OC in the District Commissioner’s office, but the burden of their responsibilities makes these funds insufficient. The DC is the President’s representative at the district level; it’s not appropriate for them to be beggars. Their office holds a high status...” (Interviewee 33).

A similar observation was made by another participant,

“You may find the DC saying, ‘I have visitors in my office, so I need funds to host them. As you know, government funds are used according to the budget approved by the council and the Parliament of the United Republic of Tanzania. So, when they ask for funds that are not in the budget, where do I get them? That’s where conflicts arise between us...” (Interviewee 41).

Another participant added,

“... Despite District Commissioners receiving funds for office operations (OC) every month, they are never satisfied. They want additional funds from the directors of LGAs, funds that are not part of the budget. When the DED refuses to provide funds according to their needs, that’s where the conflicts arise....” (Interviewee 60).

4.3.4 Council Projects as a Source of Conflicts

The findings indicate that disagreements among presidential appointees are also fuelled by council projects. This is due to the possibility that the project money is occasionally brought to the council’s notice without the knowledge of the office of the District Commissioner. Thus, there is an information asymmetry between the DED and the DC, with the DED required by law to provide the DC with information on any project, yet the DC is not provided

with important information about council projects. One of the participants was quoted thus,

“As a commissioner of Chama Cha Mapinduzi (CCM), I need every information on the implementation of any project in my area of jurisdiction. But this fact is denied” (Interviewee 30).

Another participant had this to say,

“In some councils, project funds are not transparently reported, making the DC feel like they are being hidden, leading them to suspect fraudulent acts. When they decide to investigate the project’s implementation, the DED questions why they are being inspected. Thus, conflicts arise immediately....” (Interviewee 41).

4.3.5 Lack of Leadership Skills and Experience as a Source of Conflicts among Presidential Appointees

The majority of participants cited a lack of experience in the public sector and weak leadership abilities as the main factors causing disagreements among presidential appointees in Tanzanian LGAs. Conflicts seem to be reported more often in districts or councils where the appointed officials are either newly recruited or new to the public sector. These are either from the private sector, new employees promoted to higher levels or in political parties as opposed to districts or councils.

One of the participants had doubts about the way these leaders are appointed. He was of the view that most of the leaders today are picked without being nurtured; they are ill-prepared to manage higher leadership positions. He contends that the decision-making environment today is different and that requires leaders with strong qualifications and experience. He gave an example of knowing how to read, write and count (termed as KKK which stands for Swahili expressions **“Kujua Kusoma, Kuandika na Kuhesabu”**) as a qualification for the DC castigating it as an outdated qualification for this very important position. Moreover, some leaders are appointed just looking at their popularity instead of their work performance. There is also a contention that many of the appointees have no requisite exposure (and do not want to learn) from people retired from the public service such as Permanent Secretaries, DCs, RCs and the like. Some do not seek advice from retired personnel, party retirees, senior citizens’ Baraza etc. The worst part is that others do not want to follow the set-up systems of work in their daily operations. This is because they do not read *“Vitabu vya miongozo ya uendeshaji ofisi”* and JUTA (*Vitabu vya mkusanyiko wa sheria*) which inadvertently are not available in the office.

The above observations were echoed by one of the participants who was quoted as saying,

“Yes, in my opinion, the main factor causing conflicts among Tanzanian LGAs’ presidential appointees is a lack of leadership skills and an understanding of job performance in public service.” The appointee’s refusal to learn the public service practices exacerbates this. In contrast to places with newcomers to public service, particularly those from the business sector and political parties, my experience shows that districts and councils with experienced leaders have relatively few reported conflicts.....” (Interviewee 29).

In discussing the issue of experience, some participants compared the current appointments and appointments in previous years. One of the participants had this to say,

“In the past, leaders appointed by the President were well-prepared; they knew the laws, rules, procedures, and various guidelines governing the operation of public service in Tanzania. They were familiar with public service ethics, they knew how to communicate with citizens, listen to their concerns, and address challenges encountered in the execution of their duties. The current situation is somewhat different because some appointees lack these essential skills, contributing to unnecessary conflicts” (Interviewee 10).

The claim of inadequate leadership skills was also observed in one focus group discussion conducted in one of the councils where these ideas cropped up: “How we get leaders is not good. Some come from zero to hero, with no formal experience, we get people with no work foundation (Misingi ya Kazi). Some are given positions without prior experience and professionalism. For example, in the past (the law though has not changed) the position of DAS and DED were for seasoned public servants at senior or principal levels officers. These are the ones who had grown and groomed in public service before assuming higher positions. Today, it is not surprising to find the DAS and DED who have never worked in public service before. For example, in one of the focus group discussions, it was revealed that one of the DEDs was appointed because of being a party cadre who had not worked with public service. He assumed office with the notion that all council employees and management were thieves. With this notion, he made decisions of the council following the advice from the District Safety and Security Committee and the party leadership in the district. This fuelled conflicts between him and the council management. However, he later realized that he was wrong in managing the council because of misconception and this alone resulted into conflicts with the DC.

Today's appointment practices have severe consequences. For example, certain presidential appointees would prefer to be nominated to positions of more authority; a DC would like to be appointed to an RC position; a DAS is interested in becoming a RAS. Given these aspirations, some leaders are now becoming much more of "men-pleasers/ flattering/gratifying/cheering before their appointing authority to garner praise, recognition, and accession to higher positions. Unfortunately, this is done at the expense of others whose positions are the target of the doer. In Kiswahili, this is colloquially termed "u-CHAWA na "kujipendekeza" na "kuchongeaana." This also tends to occur when the leader wants to be recognized as a hard worker, he would go the extra mile to tarnish the reputation of other actors. For examples, there are instances where an RC hires a minibus with members of the press on board aiming to tarnish the reputation of a RAS and DED.

4.3.6 Individual Behaviour or Character as a Source of Conflicts among Presidential Appointees

The study also sought to explore the perspectives of participants regarding the influence of individual behaviour in fuelling conflicts among presidential appointees in Tanzania LGAs. The respondents were asked to provide their views as to whether the personal behaviours of the Presidential appointees in LGAs in Tanzania contribute to conflicts among them.

The majority of participants admitted that the personal behaviours of the President's appointees in the LGAs in Tanzania contribute to conflicts among themselves, especially behaviours obsessed with desires for money, lack of patriotism, and a tendency to perceive themselves as superior and the need for high respect. One of the participants had this to say,

"Many conflicts arise because these appointees want to show off; everyone sees themselves as a Presidential appointee and equally powerful as the other, leading to conflicts among themselves. This results in emotional suffering and the silence of many District Commissioners without seeking counselling..." (Interviewee 33).

Another participant was quoted saying,

"Some appointees are proud, angry, and create conflicts through intrigue. Fostering discordance among us thus significantly affecting performance, with over 75% of appointees exhibiting such behaviour..." (Interviewee 43).

In expressing similar feelings, another participant was quoted saying...

“Many appointees like to boast excessively. You may hear someone saying, ‘I am a Presidential appointee; what will you tell me?’ Or another saying, ‘I cannot speak to someone who is not educated.’ It’s quite embarrassing (Interviewee 23).

Similarly, another respondent had this to say,

“When working in local government, there are many unique considerations due to its environment. You need to be patient, understanding, and able to live together with diverse people. For example, if you fail to address a councillor as ‘honourable,’ you’ve already made a mistake, or if a Member of Parliament comes to your office, and you do not show respect, you’ve already messed up. Therefore, if someone has a habit of being arrogant and cannot work well in LGAs, they will end up in conflicts with everyone” (Interviewee 40).

Another personal behaviour exhibited by appointed officials relates to problems of personal interests and lack of patriotism. This behaviour has fuelled conflicts among Presidential appointees. Personal interest is more pronounced when it comes to using project funds in the councils. One of the participants said,

“Sometimes when project funds are sent to the Council, DC may want to be prioritized. Occasionally, they may ask to be given a certain amount of project funds, and if DED refuses to do so, conflicts arise” (Interviewee 05).

Another participant echoed this observation by saying.

“Sometimes DC may have personal interests in a project and may want a particular contractor to be awarded the project because they know they will benefit. At the same time, the DED also has personal interests in the project and has someone they want to be awarded the tender because they, too, will benefit. This leads to arguments and misunderstandings between them, resulting in conflicts” (Interviewee 01).

Regarding conflicts between the District Commissioners and District Administrative Secretaries, participants cited personal interests as the primary cause. For example, one of the participants was quoted saying,

... “In the case of the DC’s office, the DAS has the responsibility of managing it. However, the DC may instruct that a certain amount be allocated to him/her. If the DAS has a different opinion, a conflict arises. When OC arrives, the DC plans its usage based on personal interests, while the DAS

(as an accounting officer) also plans their usage according to budget, and that's where the conflict begins" (Interviewee 08).

Some participants expressed disappointment with the personal behaviours of some Presidential appointees in LGAs, to the extent of questioning the effectiveness of the vetting process. One of the participants had this to say,

... "There was a DED who was suspected to have been smoking marijuana (bhangi), going out parting in the pubs at night, and showing up to work drunk. We even wondered if this individual had been properly vetted. His behaviours left a lot to be desired. Unless his vetting report was disregarded, it's possible that he was not properly screened"... (Interviewee 47).

4.4 Strategies to Manage Conflicts among Presidential Appointees in LGAs in Tanzania

This section presents suggested strategies for managing conflicts among presidential appointees in LGAs in Tanzania. From the participant's views, five themes emerged as explained below. Firstly, all 66 participants agreed with the view that presidential appointments in LGAs in Tanzania should prioritize the qualifications of the individuals involved. They also cited the need for comprehensive vetting, especially because some appointees were reported displaying bad behaviour; and these could have been omitted had they been carefully selected based on their qualifications and undergone rigorous vetting. One of the participants was quoted saying,

"Sometimes you find a Presidential appointee behaving in a way that suggests either vetting was not conducted, or if it was, then, the vetting recommendations were disregarded. Thus, it is crucial to ensure that Presidential appointees are carefully selected based on their qualifications and undergo rigorous vetting" (Interviewee 44).

Secondly, participants recommended that the government should provide regular training to remind Presidential appointees of the laws, procedures, and regulations governing the operation of the government and their respective offices, and also the training should cover other multifaceted areas such as leadership skills, communication skills, emotional intelligence and conflict resolution. They pointed out that such seminars are not held frequently and if held mainly involve Directors of LGAs, excluding District Administrative Secretaries and District Commissioners. One of the participants was quoted saying,

...“Presidential appointees need to be periodically reminded of different procedures governing their operations after their appointment. Therefore, training for them is crucial as it would help to eliminate unnecessary conflicts, thus accelerating development” (Interviewee 41).

Thirdly, many participants contended that appointees in executive positions, such as Directors of LGAs and DAS, should be based on their experience in public service. They expressed concerns on appointing individuals from outside public service who do not have any clues on how the government works. One of the participants had this to say,

... “I advise against appointing individuals from outside the public sector, particularly for the DAS and DED roles in LGAs. I see two major problems with assigning politicians to these positions. The claim is that if appointed as a DED, they might be more concerned with raising money for their political campaigns than with helping the people. Being a politician is not a problem for DCs” (Interviewee 33).

Fourthly, a significant number of participants believed that the office of the DC should be allocated more resources, especially financial and human resources, to effectively carry out its responsibilities. They argued that many DCs heavily rely on Directors of LGAs for funds for their operations thus posing a risk to good governance. Some have argued that it is not proper to demand financial assistance from a person you are supposed to oversee his/her performance. One of the participants was quoted saying,

...“I suggest that the office of the DC be given adequate funds to run the office. Districts have different working environments. Therefore, it is not prudent to disburse the same amount of funds in terms of OC to all districts. Some districts in Tanzania are even bigger than some regions, thus it is not equitable to disburse the same amount of OC as districts have varied challenges. Many DCs have become beggars, relying on the DEDs of LGAs to finance their office budgets, including fuel for various tours. This is highly risky because the one you supervise is the one you depend on. It’s a conflict of interest, and that’s why many District Commissioners struggle to manage their authority properly” (Interviewee 62).

While financial resources seem to be a problem in the DC office, inadequate expertise poses a problem when it comes to the relations between the DC and the DED. Thus, some participants suggested the need for expertise in the District Commissioner’s office. One of the participants was quoted saying,

...“The District Commissioner’s office lacks experts and is given the task of inspecting projects. How can they conduct inspections without experts?

In my understanding, for the District Commissioner to make decisions about projects, they need advice from experts. Thus, I recommend that the government should look into the possibility of helping District Commissioners acquire various experts to assist them in implementing their duties, especially in supervising development projects.” The DC office needs to employ experts and not depend on expertise from DED’ office” (Interviewee 41).

Finally, participants suggested that the appointment of Directors of LGAs and DAS should be in the hands of the responsible ministers in the Ministry of Regional Administration and Local Government and the President’s Office – Public Service Management and Good Governance, respectively. It is proposed that the President should retain the authority of appointing District Commissioners and City Directors only. This change is believed would help to reduce power struggles among these appointees. One of the participants was quoted saying,

...”It is time for the government to let the Minister of Regional Administration and LGAs appoint directors of LGAs, and the Minister of President’s Office, Public Service Management, and Good Governance appoint District Administrative Secretaries. They can submit the names to the President for review before they make it public. Some had the ideas that, there is no need to make the appointment of DEDs and DAS public as they may seem to be political appointments making the public service being politicized. This will help to restore the chain of command in our LGAs in Tanzania and accelerate development” (Interviewee 04).

Hence, the findings regarding strategies for mitigating conflicts among presidential appointees, as perceived by respondents, suggest five measures that could significantly reduce tensions within Local Government Authorities (LGAs). These measures encompass comprehensive vetting before the appointment, the provision of regular training to remind Presidential appointees of the laws, procedures, and regulations governing the operation of the government and their respective offices, the appointment of these officials should be based on their experience in the public service, the need for the allocation of adequate resources to the office of the DC, especially financial and human resources, the enhancement of effective execution of responsibilities, and placing the role of appointing these officials in the hands of the President’s Office, Regional Administration and Local Government and the President’s Office-Public Service Management and Good Governance.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 Chapter Overview

This study primarily intended to explore the underlying causes of conflicts among presidential appointees within Tanzania's LGAs and to propose strategies for mitigating or preventing such conflicts, drawing from the perspectives of the study participants. This chapter presents the interpretive narrative of the findings, shedding light on the relevance of the findings to the study objectives and their alignment with previous research findings. The findings presented herein are derived from the analysis and interpretation of data collected through semi-structured interviews conducted with 66 participants. These participants currently hold essential roles as District Commissioners, District Administrative Secretaries, Directors of LGAs, and Heads of Departments within LGAs, particularly those overseeing Human Resources and Administration.

5.2 Analysis of Research Findings: Addressing Key Questions

As expected, all participants admitted the existence of ongoing unnecessary conflicts among presidential appointees in Tanzania LGAs. Participants consistently admitted that these conflicts negatively impede the effective functioning of LGAs in the realization of the government's goals of bringing development to the grassroots level.

With research question number one as highlighted in the findings, all participants admitted that power distribution among the presidential appointees in Tanzanian LGAs as outlined in of Local Government Act (District/urban) Acts No. 7 & 8 of 1982 and Regional Administration Act of 1997 have not contributed to the prevalence of conflicts among presidential appointees in Tanzanian LGAs; this is because the Acts are clear and straightforward. However, some of the participants raised concerns over some of the instruments used to govern the operations of LGAs in Tanzania including Circular No. 2 of the year 2010 regarding the involvement of District Administrative Secretaries in the Local government's important meetings. The circular recognizes a DAS as an invitee to these meetings rather than a full member. As an overseer of LGAs and following their roles, this status limits their scope of advice and decision.

As highlighted in the findings, a fight over resources is the main cause of conflicts among presidential appointees in Tanzania LGAs. According to

the study findings, the offices of District Commissioners are provided with inadequate finances as OC. Thus, their daily expenses will mostly be dependent on the whims of the DED. This has become a major source of conflicts between the DCs and the DEDs in many parts of the country. These findings resonate well with the findings in other studies by Ahmed (2015), Anitha (2022), and Ngemukung (2022) who revealed that inadequate resources in terms of finances, human resources, and materials tend to fuel conflicts among actors.

Lack of leadership skills and experience among presidential appointees in Tanzania LGAs have also been reported as another factor causing unnecessary conflicts among presidential appointees in Tanzanian LGAs. As cited in the findings the majority of areas where conflicts have been reported are headed by the appointees who lack leadership skills and have very limited experience working in the public service especially among those coming from political position or the private sector. This always make them unable to navigate into the complex environment of the public service, especially in the LGA. It is clear from the findings that some of the appointees lack the leadership skills and experience to lead the public service. These findings are in contrast with the findings from a study by Katz and Flynn (2013) who believe that leadership and managerial experience in previous positions is imperative for maintaining authority and better decision-making. In this case, these leaders cannot influence, inspire and coordinate working relationship, and communicate as advised by Longe (2015).

Individual behaviours and personalities of the presidential appointees in Tanzania LGAs have been reported by participants as another contributing factor to conflicts among presidential appointees in Tanzania LGAs. These behaviours are characterized by obsession for money, lack of patriotism and a display of superiority tendencies over the others simply because they have been appointed by the President. A similar finding is reported in a study by Costa and McCrae (1995), Mount and Barrick (1991), and Judge et al (2002) who provide among others neurotic personality. According to the authors, neurotic personality is characterized by a predisposition towards being preoccupied, distrustful, apprehensive, and emotionally reactive. These individuals exhibit a defensive disposition, experience feelings of fear and insecurity, and demonstrate a lack of confidence.

To avoid or reduce conflicts among the presidential appointees in Tanzania LGAs, the following were suggested as highlighted in the findings.

Firstly, greater emphasis should be given to the qualifications of prospective appointees followed by an intensive vetting process that will allow the appointment of well-qualified individuals to hold this essential position for a faster development process in Tanzania. As highlighted in the findings, some of the participants expressed their concerns over the qualifications of

the presidential appointees and questioned the vetting process. For them, it is either vetting is not done properly or the recommendations of the vetting results are ignored.

Secondly, participants consistently insisted that the Government of Tanzania should provide regular training to these appointees to enhance their capacity to lead and hence enhance development in their areas of jurisdiction. The majority of respondents reported a lack of regular training among the appointed officials as limiting their abilities to lead and contributing to ongoing conflicts among themselves.

Thirdly, as highlighted in the findings, the appointment of Directors of LGAs in Tanzania and District Administrative Secretaries, which are the executive posts, should consider the experience in working in the Tanzania public service. It is argued that people with experience in the public service should be appointed to serve these executive posts which requires someone with experience from the public service instead of someone from the private sector or politics.

Fourthly, the office of the District Commissioners should be given more resources especially finance to support its activities as the OC currently received is never enough. While this observation may be considered, the OC as a subsidy to the office of the DC must be commensurate with the nature and geographical space of the District because locations differ in many respects. Providing the same amount of OC to all Districts ignore the fact that districts differ in many respects due to their geographical locations. More importantly, as long as the DC continues to depend on the DED for finances, it will continue to pose challenges in terms of accountability.

Lastly, the District Commissioners should be appointed by the President, and District Administrative Secretaries and Directors of Local Government should be appointed by the Minister of Regional and Local Government Administration. This will mitigate the power struggle among them since according to the current practice both regard themselves as presidential appointees so they feel so powerful that they fail to differentiate what they are supposed to do in their positions and appeal to the appointing authority to define themselves. Having different appointing authorities to the carders will restore respect in the chain of command within the LGAs in Tanzania.

CHAPTER SIX

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

6.1 Chapter Overview

This chapter presents the overall summary of the findings of the study and provide pertinent conclusion. It also presents recommendations aimed at reducing/avoiding conflicts among presidential appointees in the LGAs in Tanzania based on the study findings. The study also highlights areas which are potential for further inquiry in this aspect.

6.2 Summary of the Major Findings

Following a comprehensive examination of the data in the light of the study objectives, a rigorous interpretation of data, and a consideration of the research's applicability in the light of earlier studies, the following is the summary of the major findings:

- (a) The frequency of conflicts amongst presidential appointees in Tanzanian LGAs is not influenced by the distribution of authority amongst them. This can be attributed to manner in which the distribution of power among LGA presidential appointees is presented as stipulated in the local government Acts.
- (b) Conflicts amongst presidential appointees in Tanzanian LGAs are primarily caused by disputes over resources. Inadequate financial, human, and material resources in the DC offices can frequently lead to interpersonal disputes between DCs and District Council Directors.
- (c) Conflicts among presidential appointees in Tanzanian LGAs are caused by a lack of experience and leadership abilities, which renders such officials unfit to head public service.
- (d) Individual behaviours and personalities of the presidential appointees in Tanzanian LGAs also have an impact on conflicts among them. These behaviours are characterized by a tendency toward materialism, a lack of patriotism, and feelings of superiority among the appointed officials.

6.3 Conclusion

This study intended to explore the causes of conflicts among presidential appointees in Tanzania LGAs and to propose remedies. Given the major findings (Section 6.2) the study concludes the following. First, while the institutional framework is clear, most of the appointed officials have not read these statutes/laws/regulations thoroughly to guide their responsibilities and limitations. Secondly, conflicts have been observed among appointed officials who lack proper qualifications in terms of education and work experience. Moreover, most of the appointees have, most of the appointees have inadequate training and induction which may include vetting for their positions, duties, and responsibilities. Lastly, lack of professionalism coupled with inadequate public service work experience have an impact on the works of appointed officials.

6.4 Recommendations

The recommendations for this study are twofold, the first is about what the government and the appointing authority should do to avoid and reduce conflicts among the presidential appointees in Tanzanian LGAs and the second is to do with further researches which need to be conducted in area of conflicts among presidential appointees

6.4.1 Recommendations on Ways to Avoid or Reduce Conflicts among Presidential Appointees in Tanzania LGAs.

To avoid or reduce conflicts among presidential appointees in Tanzania LGAs the appointing authority or the government is advised to consider the following;

- (a) The government should establish a leadership competence framework that clearly outlines the necessary skills, knowledge, and attitudes for various leadership roles. This framework will guide the appointment of officials in Local Government Authorities (LGAs) in Tanzania, ensuring that only those who demonstrate the required competencies are selected for leadership positions.
- (b) The government must prioritize strengthening the vetting process for individuals appointed to key executive positions, such as District Commissioner (DC), District Administrative Secretary (DAS), and District Executive Officer (DED). This is especially crucial given the findings from this study, which highlight unexpected behavioural patterns exhibited by some officials. The improved vetting mechanism should also include a sensitive reliance on recommendations from the respective vetting processes.

- (c) In adopting recommendation (a), the government should emphasize regular attendance of presidential appointees in LGAs to the prescribed mandatory training to be provided by selected institutions particularly tailored for up skilling these officials with current leadership skill packages to refine their ability to carry out their responsibilities seamlessly.
- (d) The government needs to implement strategies to boost the resource capacity of District Commissioners' offices, ensuring their operational autonomy without constant dependence on the District Executive Officer's (DED) financial support. This initiative will facilitate seamless functioning and efficiency within District Commissioners' offices
- (e) The government has to revise the current procedures of appointing District Executive Directors (DEDs) and District Administrative Secretaries (DAS) and adopt a procedure that mainly rely on appointing individuals who have profound experience of working in the public service. If the government opts to appoint individuals from the private sector or from politics, then such individuals must have undergone mandatory executive courses and demonstrate the expected level of competence before their appointment.
- (f) To restore the chain of command in the LGAs and appoint competent officials who have been groomed in public service, it is proposed that the government assigns the role of appointing DAS and DEDs to PO-RALG and PO-PSMGG, leaving the President of the United Republic of Tanzania to continue appointing District Commissioners.

6.4.2 Recommendations on the Areas for Further Studies

This study investigated the causes of conflicts among presidential appointees in Tanzania LGAs and only 24 districts and 12 regions were involved in the study. The study also involved 66 participants namely, District Administrative Secretaries, District Commissioners, Directors of LGAs, and a few Heads of Department in selected councils. Therefore, there is a need to conduct similar studies for presidential appointees at higher levels of authority such as Regional Commissioners, Regional Administrative Secretaries, Ministers, Deputy Ministers, Permanent Secretaries, and Deputy Permanent Secretaries since conflicts of this nature have also been reported of presidential appointees among higher-level government officials.

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APPENDICES

Appendix 1: Questionnaires for the District Commissioner, District Administrative Secretary, District Executive Director, and other staff



UNITED REPUBLIC OF TANZANIA

PRESIDENT'S OFFICE

PUBLIC SERVICE MANAGEMENT AND GOOD GOVERNANCE

TANZANIA PUBLIC SERVICE COLLEGE



Introduction

This study undertaken by Tanzania Public Service College aims to explore causes of conflicts among presidential appointees and potential remedies in Tanzania's local Government Authorities. You have been selected to be an important participant in this study. Please the information you provide will be treated confidentially and used only for the purpose stipulated.

Section A: Demographic Information

1. Age: _____
2. Sex: Male _____ Female _____
3. Marital Status: Married _____ Single _____ Divorced _____
Any other status _____
4. Education level _____
5. Position _____
6. Department _____

Section B: Causes and Proposed Remedies of Conflicts

1. As a member of the executive [Management] of the council, what are your rights and duties
2. What are the rights and duties of the DED and those of DC and DAS?

3. Have you witnessed any conflict or misunderstandings between presidential appointees? Yes () No ().
If the answer is yes, what were the areas of conflict?
4. What do you think are the causes of conflict between presidential appointees?
5. What do you think are the effects/impact of the conflict among the appointees of the president?
6. To what extent have these conflicts affected your performance as a public servant?
7. To what extent is role clarification a factor in conflicts among presidential appointees? Small extent (), Greater extent (). How? Explain_____
8. To what extent do Leadership and supervisory skills entail conflicts between presidential appointees? Small extent (), Greater extent (). How? Explain_____
9. To what extent have individual traits/values/personality been a factor in conflicts between presidential appointees? Small extent (), Greater extent (). How? Explain_____
10. To what extent has the level of education/professionalism/experience been a factor in conflict between presidential appointees? Small extent (), Greater extent (). How? Explain_____
11. To what extent have financial resources been a factor in conflict between presidential appointees? Small extent [] Great extent [] How? Explain _____
12. In your view, does conflict of interest have to do anything with conflicts between presidential appointees?
13. What do you think is a good approach to solving such conflicts?
14. What measures have been taken to resolve the conflict between these presidential appointees?
15. What measures would you propose to be taken at the council/national level to solve the conflict between the presidential appointees?
16. What do you suggest that can be done to alleviate the conflicts between presidential appointees?
17. What are your opinions on conflict among the presidential appointees concerning the performance of local government in your council?

Thank you for your cooperation

Appendix 2: Mwongozo wa Majadiliano kwa Wakuu wa Wilaya, Wakurugenzi wa Halmashauri na Makatibu Tawala wa Wilaya

Utangulizi

Utafiti huu unaofanywa na Chuo cha Utumishi wa Umma Tanzania una lengo la kuchunguza chanzo cha migogoro baina ya wateule wa Rais katika mamlaka za Serikali za mitaa nchini Tanzania na kupendekeza suluhisho lake. Umechaguliwa kuwa mshiriki muhimu katika utafiti huu kutokana na nafasi yako. Tafadhali fahamu kwamba taarifa utakazotoa zitakuwa ni siri na kutumiwa kwa madhumuni yaliyoelezwa tu. Ili kurahisisha uchambuzi wa taarifa hizi, nitaomba nirekodi mahojiano haya.

Sehemu A: Taarifa za Kidemografia

1. Umri: _____
2. Jinsia: Kiume _____ Kike _____
3. Hali ya Ndoa: Nimeolewa _____ Sijaoa _____ Nimeshaachika _____
4. Hali nyingine yoyote _____
5. Kiwango cha elimu _____
6. Nafasi yako _____
7. Wilaya/Halmashauri _____

Sehemu B: Chanzo na Mapendekezo ya Kutatua Migogoro

1. Ukiwa kama DE/MD/DC/DAS makukumu yako ni yapi?
2. Je, umewahi kukumbana na migogoro au kutokuelewana kati yako na maafisa wengine wanaoteuliwa na Rais wakati unatekeleza majukumu yako? Ndiyo () Hapana (). Ikiwa jibu ni ndio, ni maeneo gani yalikuwa chanzo cha migogoro/mgogoro hiyo/huo? *(Ikiwa amesema hajakutana nayo aeleze kama amewahi kuona au kusikia migogoro ya aina hii na aseme ni maeneo gani yalikuwa chanzo)*
3. Kumekuwa na taarifa mbalimbali kutoka maeneo tofauti nchini juu ya migogoro ya wateule wa Rais katika mamlaka za serikali za mitaa, unafikiri nini chanzo cha migogoro hii?
4. Unafikiri migogoro ya wateule wa Rais ina athari gani katika utendaji wa halmashauri/wilaya?
5. Kwa kiasi gani migogoro hii imekuathiri/inakuathiri katika utendaji wako wa kazi?

6. Unafikiri mgawanyo wa majukumu na mamlaka miongoni mwa wateule wa Rais katika Mamlaka za serikali za mitaa nchini unachangia uwepo wa migogoro baina yao? Ikiwa ndio, ni kivipi?
7. Je, ukosefu wa ujuzi wa uongozi miongoni mwa wateule wa Rais katika mamlaka za serikali za mitaa unachangia migogoro miongozi mwao? Ikiwa ndio, kivipi?
8. Je, tabia/vipawa/personality binafsi za wateule wa Rais zinachangia uwepo wa migogoro baina yao? Ikiwa ndio, kivipi?
9. Je tofauti katika kiwango cha elimu/ujuzi wa kitaaluma na uzoefu miongoni mwa wateule wa Rais katika mamlaka za serikali za mitaa nchini, unachangia migogoro baina yao? Ikiwa ndio, kivipi?
10. unafikiri mgawanyo wa rasilimali unachangia migogoro baina ya wateule wa Rais katika mamlaka za serikali za mitaa nchini? Ikiwa ndio, kivipi?
11. Kwa maoni yako, ni kwa namna gani maslahi binafsi yanachangia migogoro baina ya wateule wa Rais nchini hasa katika mamlaka za serikali za mitaa?
12. Kwa mtazamo wako unafikiri nini kifanyike ili kuepuka migogoro baina ya wateule wa Rais katika mamlaka za serikali za mitaa nchini?
13. Ni hatua gani zichukuliwe ili kusuluhisha migogoro baina ya wateule wa Rais katika mamlaka za serikali za mitaa nchini?
14. Je unajambo lingine lolote ambalo unaona ni muhimu kulisema ili kufanikisha malengo ya utafiti huu?

Asante kwa ushirikiano wako

Appendix 3:

Mwongozo wa Majadiliano ya Kikundi kwa Wafanyakazi wengine

Utangulizi

Utafiti huu unaofanywa na Chuo cha Utumishi wa Umma Tanzania una lengo la kuchunguza chanzo cha migogoro baina ya wateule wa Rais katika mamlaka za Serikali za mitaa nchini Tanzania na kupendekeza suluhisho lake. Mmechaguliwa kuwa washiriki muhimu katika utafiti huu kutokana na nafasi zenu serikalini. Tafadhali mfahamu kwamba taarifa mtakazotoa zitakuwa ni siri na kutumiwa kwa madhumuni yaliyoelezwa tu. Ili kurahisisha uchambuzi wa taarifa hizi, nitaomba nirekodi mahojiano haya.

Sehemu A: Taarifa za Kidemografia

1. Umri: _____
2. Jinsia: Kiume _____ Kike _____
3. Hali ya Ndoa: Nimeolewa _____ Sijaoa _____ Nimeshaachika _____
4. Hali nyingine yoyote _____
5. Kiwango cha elimu _____
6. Nafasi _____
7. Wilaya/Halmashauri _____

Sehemu B: Chanzo na Mapendekezo ya Kutatua Migogoro

1. Je, mmewahi kushuhudia mgogoro au kutokuelewana kati ya wateule wa Rais katika mamlaka za serikali za mitaa nchini? Ikiwa jibu ni ndio, ni maeneo gani yalikuwa chanzo cha migogoro hiyo?
2. Kumekuwa na taarifa mbalimbali kutoka maeneo tofauti nchini juu ya migogoro ya wateule wa Rais katika mamlaka za serikali za mitaa, mnafikiri nini chanzo cha migogoro hii?
3. Mnafikiri migogoro ya wateule wa Rais ina athari gani katika utendaji wa halmashauri/wilaya?
4. Kwa kiasi gani migogoro hii imewaathiri/inawaathiri katika utendaji wenu wa kazi?
5. mnafikiri mgawanyo wa majukumu na mamlaka miongoni mwa wateule wa Rais katika Mamlaka za Serikali za Mitaa unachangia uwepo wa migogoro baina yao? Ikiwa ndio, ni kiviipi?

6. Je, ukosefu wa ujuzi wa uongozi miongoni mwa wateule wa Rais katika mamlaka za serikali za mitaa unachangia migogoro miongoni mwa wao? Ikiwa ndio, kiviipi?
7. Je, tabia/vipawa/personality binafsi za wateule wa Rais zinachangia uwepo wa migogoro baina yao? Ikiwa ndio, kiviipi?
8. Je tofauti katika kiwango cha elimu/ujuzi wa kitaaluma na uzoefu miongoni mwa wateule wa Rais katika mamlaka za serikali za mitaa nchini, unachangia migogoro baina yao? Ikiwa ndio, kiviipi?
9. Mnafikiri mgawo wa rasilimali unachangia migogoro baina ya wateule wa Rais katika mamlaka za serikali za mitaa nchini? Ikiwa ndio, kiviipi?
10. Kwa maoni yenu, ni kwa namna gani maslahi binafsi yanachangia migogoro baina ya wateule wa Rais nchini hasa katika mamlaka za serikali za mitaa?
11. Kwa mitazamo yenu mnafikiri nini kifanyike ili kuepuka migogoro baina ya wateule wa Rais katika mamlaka za serikali za mitaa nchini?
12. Ni hatua gani zichukuliwe ili kusuluhisha migogoro baina ya wateule wa Rais katika mamlaka za serikali za mitaa nchini?
13. Je kuna yeyote anajambo lingine muhimu ambalo anatamani kulisema ili kufanikisha malengo ya utafiti huu?

Asanteni kwa ushirikiano wenu

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